The Way Ahead

A Strategic Framework For Coordinating Transportation Development in Nova Scotia

December 1999

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FOREWORD

This document was developed as a partnership of industry and government, in recognition of fundamental changes in the provincial transportation system and the need to provide a strategic framework for coordinating transportation development in Nova Scotia. The project has been funded through the Canada/Nova Scotia Cooperation Agreement for Economic Diversification, with consulting services retained for the development of a discussion paper and a stakeholder consultation process.

The initiative has been led by a Project Committee with representation from:
Atlantic Canada Opportunities Agency
Alliance of Manufacturers & Exporters Canada
Nova Scotia Department of Economic Development
Nova Scotia Federation of Labour
Nova Scotia Department of Transportation & Public Works
Transport Canada
Voluntary Planning

The work of the Project Committee has been facilitated by Mr. John Gratwick with secretariat services provided through Voluntary Planning. The Committee received input from a broad-based Advisory Committee of transportation stakeholders as the initiative progressed.

The strategic directions and critical elements identified in this document form the basis of the next step - identification of priority elements and realistic actions together with a commitment by both industry and government stakeholders to proceed with initiatives.

EXECUTIVE SUMMARY

Nova Scotia's location along the East Coast of North America makes it a natural gateway between North America and the rest of the world. Therefore, infrastructure and facilities which provide high quality transportation services are not only necessary but should be a focus for development.

We can no longer take for granted that government alone will meet our needs. A transportation strategy does not belong to any single department or organization; therefore active and coordinated participation by government, industry, business and individuals is the single most important ingredient for successful implementation. This strategy is a springboard to enlist the support of all of these groups as the next steps are developed.

Transportation serves both social and economic needs. How well it performs is measured by the ability to meet local demands and increasingly, the demands and expectations of national and international transportation users. We must do better in working with everyone involved in the transportation sector to further shape it in the economy and lives of our people.

Our gateway ports of Halifax and the Strait of Canso need attention to keep up with international competition. The Halifax International Airport is under-capitalized and our regional airports at Sydney and Yarmouth need more business. Our ferries, small ports and rail need more consideration and many millions of dollars are required for road work.

This document is the culmination of a two-year consultation process. We have learned that changes over the years highlight the need for better coordination, communications and joint action. A strategic approach is needed so the right choices can be made to build our transportation system so that it brings the greatest benefit to our international traders, shippers, local business and people in our many diverse regions.

This multi modal strategy provides an overview of the sector, describing trends and observations. It lays out a vision supported by goals and principles and sets strategic directions which include; promotion of gateways, hubs, and trade corridors; stimulating regional development; improving the arterial highway network and showing leadership in safety and environmental protection. The next step is for each of the stakeholders to identify the priority elements and realistic actions and initiatives that they are willing to take on.

Notwithstanding the above, the Government of Nova Scotia has a significant role to play; not with ownership of the strategy but by leading the way.

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INTRODUCTION

Nova Scotia has a relatively small and widely dispersed population and we are made up of many diverse regions with very different needs and expectations. The lack of a large population base limits our ability to provide services and requires that we look beyond our borders in generating wealth and economic development.

We can no longer take for granted that government alone will meet our needs. A transportation strategy does not belong to any single department or organization, therefore active and coordinated participation by government, industry, business and individuals is the single most important ingredient for successful implementation. This strategy is a springboard to enlist the support of all of these groups as the next steps are developed.

Economic development that will generate jobs must be focused on exports. Therefore, moving goods and services to and from distant markets calls for an effective and efficient transportation system, while at the same time, one that serves the needs of our population.

In the past, the federal government played a leading role in development of infrastructure across the country. This was once considered a key to nation building. The national highway system, the federally developed and regulated railway, ports and aviation systems and constitutionally guaranteed ferry services are some examples of this national legacy.

In 1987 the National Transportation Act saw the beginning of a policy of federal withdrawal from direct support of transportation infrastructure and operations. In 1996, the Canada Transportation Act confirmed and expanded on this policy direction. This in turn led to major structural changes in the rail, air and marine modes. National policy, applied unevenly, can adversely affect regional interests, therefore, Nova Scotia must become more strategically involved in the planning for all modes of transportation.

In 1997 a joint industry and government initiative was launched to prepare a multi modal transportation strategy for the province. This initiative included a public consultation process. (See Appendix)

TRANSPORTATION SECTOR OVERVIEW

Many changes in the transportation sector have occurred in the last number of years including federal policy of withdrawal from ownership of service, areas of government responsibility and most important, a lack of financial resources, resulting in a reduction of major transport subsidies as governments at all levels turned their attention to aggressive deficit cutting measures. To understand these changes, it is useful to note that air, water and rail modes (inter provincial) are all subject to federal regulation, while the provincial government has jurisdiction over roads and short line railways.

Change

The federal government has made significant withdrawal from investment in and operation of transportation functions. The commercialization of airports began with the announcement of the National Airports Policy in 1994. Today numerous airports across the country fall under the jurisdiction and management of local airport authorities. Both Yarmouth and Sydney airports have been divested and the transfer of the Halifax International Airport should be complete early in 2000. Other specific changes include:

- Deregulation of inter provincial and intra provincial trucking operations and domestic air services;
- liberalization of international air bilateral agreements; (e.g.,Open Skies with the U.S.)
- privatization of Air Canada, CN and inter provincial and international ferry services;
- federal withdrawal from large and small ports across the country; and
- cost recovery from users for transportation services including the marine services fee for navigational aids, the privatization of air navigation services and the Cobequid Pass toll road to improve the Trans Canada Highway in Cumberland County.

Increasing demands for transportation services and associated infrastructure have been emerging along with these changes. The new demands include:

- Investments needed to take advantage of opportunities with post-Panamax ships;
- pressing need for enhanced road systems;
- deteriorating financial position of intercity bus operators;
- provision of accessible and rural public transportation services; and
- reducing greenhouse gas emissions and global warming.

Steady and deliberate removal of federal government financial support presents a formidable barrier to dealing with these changes and demands. It appears many of the current transportation changes have occurred without recognition of the cumulative impact on providing transportation services or the total financial requirement. Given this context, a transportation strategy is essential to provide the framework for addressing these issues and for harnessing the efforts of key members of the transportation sector.

Support Economy

It is difficult to summarize the significance of transportation to our well being because it impacts every sector and economic activity. It is the very foundation of tourism, wholesaling & distribution, aerospace, automotive, storage and most manufacturing industries involving thousands of small and large companies. There is a lack of public transportation in many parts of Nova Scotia which limits opportunities for health care, education and training, communication and involvement in rural communities.

Nova Scotia's economic outlook over the long-term is largely determined by the economic health and vitality of its major trading partners - the U.S. and the rest of Canada. Each of these economies has experienced solid growth since the 1990 recession. The outlook is for continued modest growth in these areas over the next 10 years coupled with low inflation and unemployment rates.

Transportation Strategy - The Way Ahead

Nova Scotia's economy is projected to grow substantially over the next ten years. It is expected that between 1998-2007, our gross domestic product will rise by 27% from $15 B to $20 B. Strong growth is expected in the early years due to the Sable Offshore Energy Project, then it will slow primarily due to modest population increases. The unemployment rate will fall steadily over that same period reaching a low of 6% by 2007.

This projected economic environment will result in the following transportation demand projections:

- Overall cargo movement will increase 37% from 56 million tonnes in 1998 to 77 million tonnes in 2007;

- total enplaned and deplaned passenger movements are projected to increase by 20%, growing from 3 million in 1998 to 3.6 million by 2007; and

- total vehicle population is expected to increase by 27% from 590 thousand to 750 thousand vehicles.

These indicators try to give some dimension to our transportation sector and while there are some troubling trends requiring attention we are regarded as having one of the most modern transportation infrastructures available anywhere. Huge volumes of goods pass through our province on their way to and from market. This activity is not ascribed to Nova Scotia as part of our trade performance, but is the reason the Port of Halifax is ranked 7th in Canada in terms of cargo handled and 3rd in container traffic, and the Strait of Canso is ranked 5th in Canada in terms of cargo handled. Our international shipping and rail modes combined account for over 80% of the total cargo tonnage demand.

Corridors

One definition of the sector comes from a two-year national project, the Global Crossroads Initiative. It is pursuing support for a Canadian transportation strategy that says:

"Canada will be the global corridor of choice for the seamless movement of goods, energy, people and information."

There are advantages for a provincial strategy to be complementary with a national strategy, although at this time there is no federal commitment to proceed along this path.

From an Atlantic perspective, the concept of trade, tourism and transportation corridors is gaining increased attention. This concept requires a change in thinking; away from a provincial focus toward looking at the movement of people and goods along their entire journey. It is clear that resources need to be allocated to the 100 series highways in order to make them an efficient segment of an Atlantic Coast Trade Corridor. Nova Scotia's portion of the Atlantic Coast Trade Corridor includes Highway 104 from the New Brunswick border to Port Hastings, Highways 104, 4, 125 (and 105 to the ferry terminal at North Sydney) through Cape Breton, and Highways 102, 118 and 111 between Truro and Halifax-Dartmouth. (See map pg. 13)

The corridor concept applies not only to the specified NAFTA corridor but to other areas of the province as well. Internal corridors linking into the Atlantic Coast Trade Corridor could be Highways 101 and 103.

Acceptance of the corridor principle will be a very positive step in gaining the support and participation of neighboring provinces and northeastern states.

Gateways and Hubs

An issue with impressive potential is the long sought-after Gateway concept. Identified a number of years ago, it has never been fully exploited.

The Port of Halifax and the Strait of Canso offer two of the world's finest natural harbors. Their strengths are well known: both have large, ice-free, deep harbors, with minimal tidal variations. All of Nova Scotia's ports are strategically located just off the so-called Great Circle route meaning they are adjacent to one of the world's busiest trade routes between the European continent and the U.S. eastern seaboard. For example, cargo can be offloaded and well on the way inland before a vessel even reaches New York.

Nevertheless, Nova Scotia does not have the population base to support service as a mainline port-of-call for major international container lines. Therefore if we are to prosper as an international gateway it is essential we expand our natural hinterland to include major inland markets such as New York, Montreal, Toronto and Chicago. The key to fulfilling the potential of this concept is efficient and effective inland rail connections.

At least two studies in the past three years have suggested that doubling or tripling container traffic at the Port of Halifax by penetrating the enormous markets in the central and southern U.S. could create 10,000-20,000 jobs which would significantly reduce levels of unemployment in the province. The studies also emphasized the importance of preparing for the arrival of post-Panamax sized ships. In addition, the Strait of Canso has potential as a greenfield site for post-Panamax container terminal development.

There are many examples of airport hubs or import-export gateways that have achieved an importance beyond what would be expected given the sheer size of the local economy. We have already seen this on a smaller scale. Halifax has emerged as a legitimate hub airport for Atlantic Canada, as well as a gateway

Gateway: A significant point of entry/exit or trans-shipment for the province. In general terms, gateways can be international or inter provincial/regional in nature.

Air Hub: An airport which serves a number of feeder airports in a particular area/region, resulting in a service level greater than would be expected based on local volume alone.

airport, and has experienced traffic levels out of proportion with the local population base, more on a par with much larger centres, such as Ottawa.

But the gateway concept is broader than this. Yarmouth is a well-established marine gateway, predominantly for passengers, and Digby and Sydney for both passengers and cargo. Amherst is considered to be our highway gateway to the rest of Canada and the U.S.

Although not specifically addressed in this exercise, the energy sector is having a strong impact on the economy of this province and could have significant implications for our transportation system, especially in Guysborough County, Nova Scotia's energy gateway to North America. Sector activity includes the advent of the current offshore industry in the Sable Island area, imminent developments of natural gas transmission/distribution systems, potential downstream petrochemical and co-generation projects, as well as possible future developments onshore and offshore in the Scotian Shelf/Slope, the Laurentian Sub-Basin and the Magdalen Basin. It will be important to understand the economic effects of these developments on impacted communities and current infrastructure conditions and its capacity to meet future growth demand.

In order to achieve gateway status, significant inroads will have to be made in the U.S. northeast and mid-west markets, where upwards of 200 million people live. To earn a piece of this market we will have to build a better transportation system, one that rivals much larger population centres. To do so the gateway will need to provide a level of service that others do not.
It will have to be cheaper and faster which will require sufficient inland rail access, high-speed road access and efficient marine transshipment services. As well, the hub/gateway status of Halifax International Airport must be secured and increased.

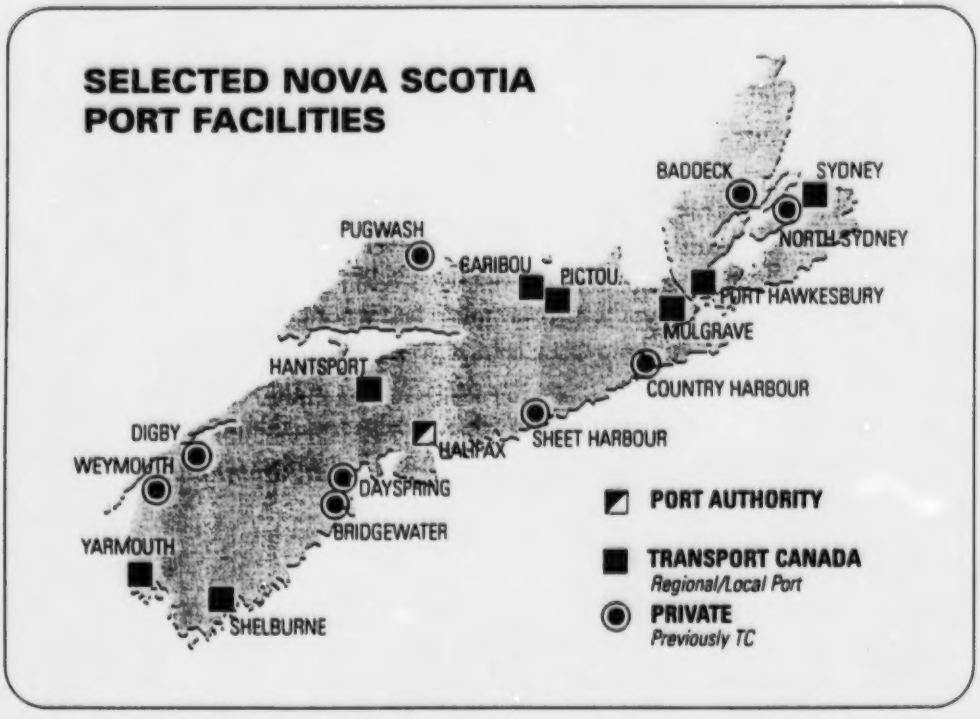
Environmental Considerations

Environmental issues associated with the transportation sector will become increasingly prominent. In keeping with the framework principles, transportation system providers should ensure their planning, decision-making and activities balance economic, social and environmental considerations. Consideration for the natural environment includes measures to address air borne contaminants from vehicles, materials waste reduction and adoption of sound environmental stewardship practices in developing and maintaining our transportation system.

TRANSPORTATION MODES

Marine

The 1995 National Marine Policy plans to place national ports under local control and shift other federally controlled ports either to provincial governments, municipal authorities, community organizations, private interest or other groups. Weymouth, Dayspring, Country Harbour, Sheet Harbour, Bridgewater, Baddeck, Pugwash, Digby, and North Sydney have been divested and the Halifax Port Authority took over the helm on March 1, 1999. The policy also directs Marine Atlantic to substantially reduce costs and improve efficiency. One response has resulted in contracting private services between Yarmouth and Bar Harbor, Maine as well as between Digby and Saint John, New Brunswick.



Cruise Ships

Nova Scotia is a stopping point for an increasing number of cruise lines. Halifax and Sydney are the predominant ports of call, but there are growing opportunities for cruise visits to smaller ports, for example, Shelburne, Baddeck and others around the province. This increase in traffic reflects both the continuing steady growth in the worldwide cruise market and the demand, particularly from older and repeat travellers, for new stops that can offer visits to places of special interest.

Several of these ports are actively enhancing their marketing and promotion efforts for cruise visitors. With the growth of HIA as a hub airport it is possible for Halifax to be considered as home port for one or more cruise lines which will result in significant economic impact. This year for the 1999 cruise ship season, Halifax alone is expecting 79 cruise ship calls - a 50 percent increase over last season and 120,000 cruise ship passengers expected, up from 48,000 last year and representing over $13 million in direct economic impact.

Ferries

Changes are not anticipated in the Nova Scotia-Newfoundland service and it is unlikely the service will be privatized or taken over by either of the two provinces. It is the only ferry service touching on Nova Scotia that represents a constitutional commitment. The constitutional ferry service between PEI and New Brunswick was discontinued when the Confederation Bridge opened.

Seasonal service between Caribou and Wood Islands has recorded a traffic increase after an initial slowdown. If the current trend continues there is the possibility of a third vessel being added to the service in the near future. This will likely have a positive impact on the area surrounding Caribou over the next two to three years.

The recent introduction of a high-speed catamaran ferry service between Yarmouth and Maine has been successful. Doubling the effective capacity on the route, the new but still seasonal service is attracting approximately 70% more passengers. The impact on Yarmouth and the South Shore has been considerable, as many of the travellers are day cruise passengers who are in port for a few hours and use local services while off ship.

The impact on the Digby - Saint John service is difficult to predict, particularly as vessels will need to be replaced by 2002 because of more stringent regulations that will come into effect. The present service provides an advantage to approximately 20,000 trucks a year, carrying lobster, scallops, forest products and tires to markets in the U.S. and Canada.

This trade is an important consideration in terms of vessel replacement as there currently are no high-speed cargo-carrying vessels. One possible option would be a high-speed passenger/car vessel as well as a truck ferry or barge. The year round Digby-Saint John service will continue to attract commercial traffic.

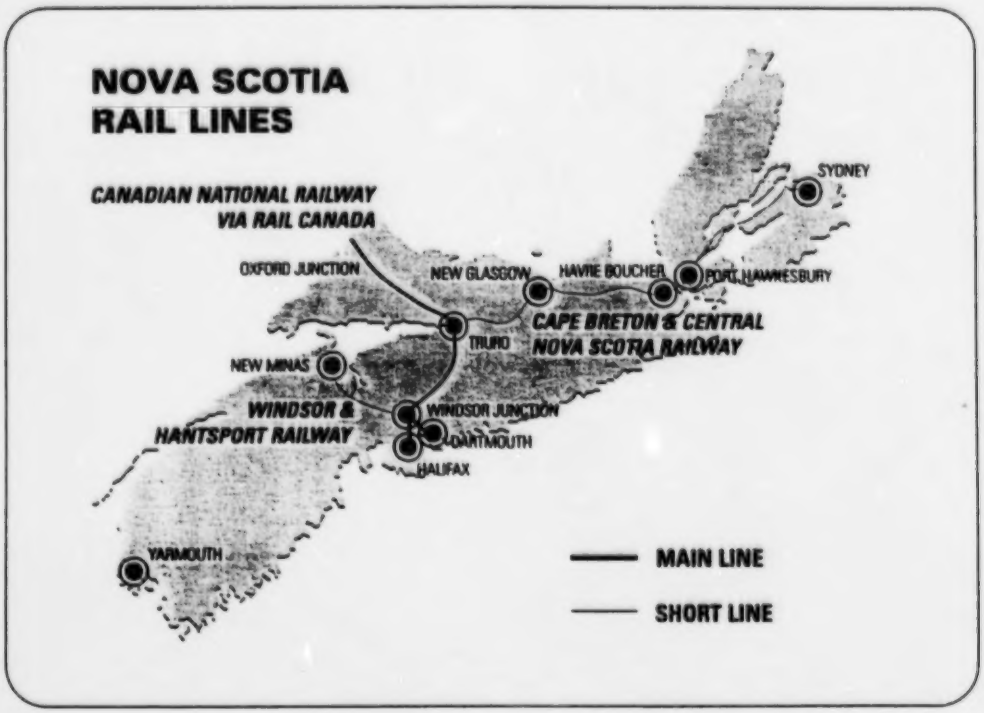
Rail

The privatization of Canadian National, the abandonment of uneconomic branch lines, and the emergence of short line rail operations have had a significant impact. The Canada Transportation Act, 1996 provides even greater flexibility for railways to shed unwanted lines and it is clear that the federal government is looking to market forces as well as provincial governments to shape the national rail network.

Port of Halifax container traffic and Nova Scotia manufacturers and exporters must continue to have the CN mainline service through to Montreal. This traffic is crucial to the Port as well as Nova Scotia businesses and CN. The completion of the St. Clair tunnel, able to accommodate double stack container cars, has put the Port of Halifax in a very competitive position for handling U.S. mid-west traffic. While the inland rail capacity is adequate for current and near future port and other traffic levels, full development of the gateway concept would require expansion of rail track capacity for the volume and level of service required. Rail access improvements to the Northeast U.S. are a further factor to strengthening our gateway aspirations.

Traffic is growing on the short line railways established in the province - the Cape Breton and Central Nova Scotia Railway from Truro to Sydney and the Windsor and Hantsport Railway from Windsor Junction to New Minas. There is already the possibility of further extension of those operations.

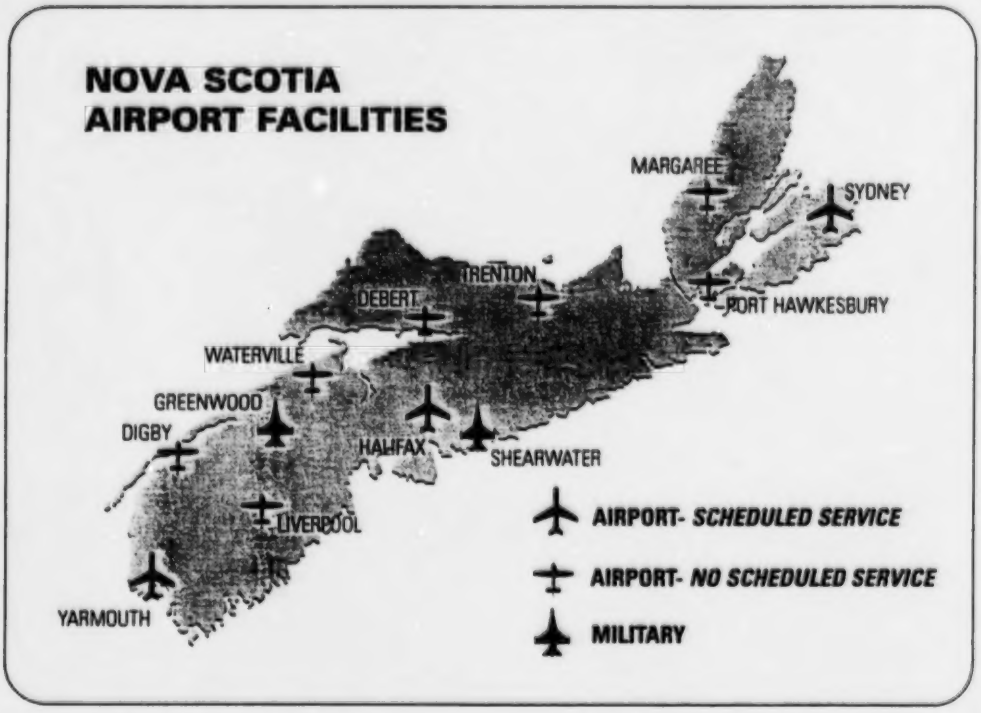
Opportunities associated with these services relate to the niche markets they serve along their routes. Short line railways are good for our region and because they are more efficient and have lower costs, they have been successful. They are a vital piece needed to build our transportation system.



VIA operates a six-day per week service between Halifax and Montreal. As with the rest of VIA's services in the country, the future is uncertain while the federal government steadily reduces rail passenger subsidies. There may be the possibility of a privatized operation that would operate on a fully commercial basis.

Airports & Air Service

As indicated, there are a number of issues with respect to this service and future traffic levels. The Halifax International Airport Authority has concluded negotiations with Transport Canada to commercialize the facility, with transfer to occur February 1, 2000. The Halifax International Airport Authority has many challenges ahead to increase international passenger and cargo traffic.

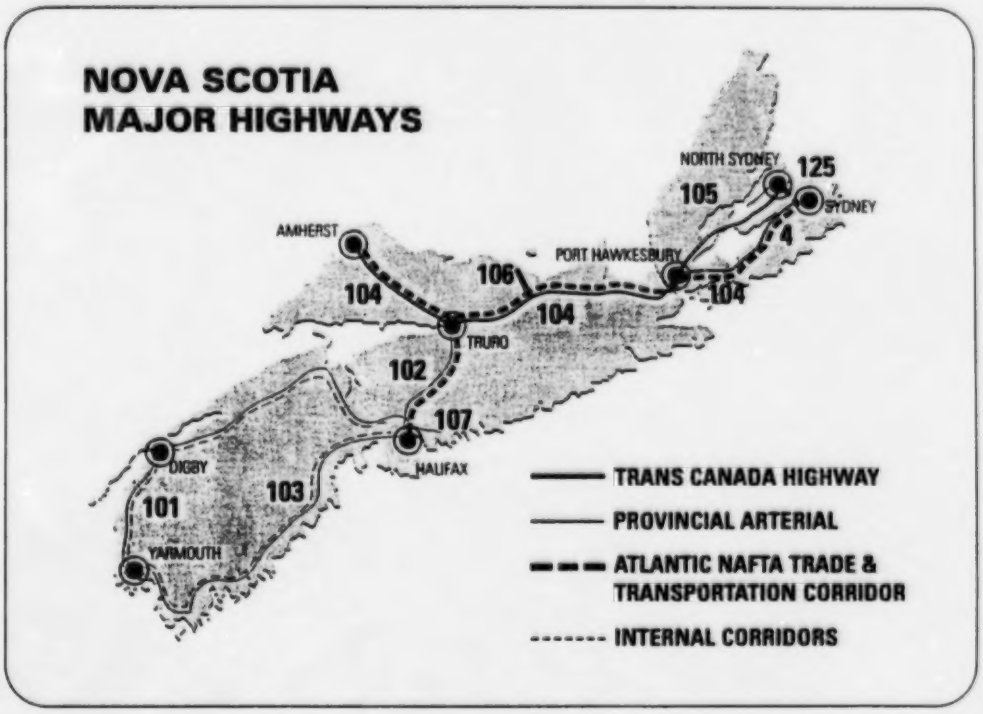


Regional airports in Sydney and Yarmouth have been transferred to the local community. The Yarmouth and Sydney airports are key spokes of the Halifax hub. Yarmouth's air service is at risk, as passenger levels make it difficult to sustain service on a regular basis. Passenger levels dropped at Sydney airport in recent years, however, recent cost reductions are alleviating the problem. Any deterioration in regional air service may seriously impede efforts to become a major tourist destination as well as efforts aimed at economic diversification.

The growing interest in private flying clubs and the Nova Scotia flying vacations program may create interesting opportunities for the small airports across the province.

Highways And Roads

Nova Scotia's largest and closest potential trading partner is New England yet it is still difficult to get there efficiently especially by road, due to the variations in capacity and quality of the highways which make up the route. It is equally difficult to reach markets in Quebec and Ontario for the same reason.



There is continuous pressure from across the province to put capital into secondary and even tertiary roadways. Good rural roads are essential to move goods to processing plants and at the same time, tourists prefer to travel the highways and byways of the province, as opposed to superhighways.

This strategy recognizes the importance of adequate roads. Not only will an efficient highway system support trade and tourism, but it is also vital to the economic and social well being of all our regions, a concept driven and fully supported by the many regional development authorities across the province.

Buses

Intra provincial passenger service has been declining for a number of years. Partially in response, there has been a rapid growth of unregulated van services, largely on a pre-arranged demand basis and generally offering individual pick-up and destination points to meet passenger needs. This development is a practical solution to the provision of public passenger service to low density and widely scattered communities.

The tourism industry strongly supports economic deregulation and re-regulation to include monitoring and enforcement of safety requirements for all sizes of vehicles for hire and used in the transport of customers. It is felt that the present regulation of charter service is stifling business growth and limiting service in package tours.

SUMMARY/CHALLENGE

The Introduction describes the complexity of Nova Scotia's transportation sector, its importance to our economy, our social well-being, and the need for planning together to make the most of the changes occurring locally and internationally in transportation. The Sector Overview sets the context for addressing the barriers and opportunities in transportation and makes the case for us to champion our "gateways, hubs and corridors" advantages regionally, nationally and internationally. The Transportation Modes section is a practical reflection of the key issues within each mode and prompts us to set priorities and to look for inter-modal linkages and opportunities. Leading from this Background, the following strategic framework articulates a Nova Scotian approach to developing our transportation assets and a basis for the ensuing action planning phase.

STRATEGY

Vision

> *Nova Scotia's multi-modal transportation system will generate and support economic activity, provide social and economic benefits to the province and provide a competitive and seamless corridor of choice to attract national and international users.*

This vision embodies an approach to maintaining, improving and expanding our multi-modal transportation system in a way that promotes economic growth and places importance on the social and community functions of transportation. These are most often expressed through issues such as: ensuring minimum passenger service levels, providing more services for special needs, improving public safety on roads, more paving and rebuilding arterial and secondary roads.

This approach is active and opportunistic focusing on improved inter-modal connections of marine, rail and trucking and pursuing a modern north/south trade and transportation corridor to huge eastern seaboard markets. It will also build the capability of our gateway ports and air and trucking hubs and find new ways for governments and the private sector to work cooperatively.

Demands on the transportation system are shifting as the knowledge-based "new economy" takes hold over the resource-based economy. Information technology, tourism, telecommunications, biotechnology, cultural industries, environmental and business services are all examples of leading Nova Scotia growth sectors. Transportation demands for the new economy will include good to excellent air passenger services and specialized high value and time-sensitive cargo shipments.

This is not to diminish the importance of transportation to the manufacturing and resource sectors, still the mainstay of the provincial economy. For both the new and traditional segments of the economy, transportation and distribution systems are an increasingly important factor for doing business in a competitive global context.

Goals

These goals embrace the intent of the Vision statement and convey overall directions that will guide the cooperative efforts of all involved.

To include and promote transportation as an integral component of regional economic development.

To provide a framework within which transportation service providers are best able to develop efficient distribution systems for the movement of goods, services and people.

To foster the development, by both the private sector and public sector of transportation systems that provide a viable response to the needs of domestic and international users of transportation.

To support economic growth, regional development and trade leading to enhancement of employment and real incomes.

Principles

These principles are the foundation of our strategy and will direct our efforts.

Ensure the provision, based on demand, of adequate transportation facilities that are consistent with the province's economic and social strategies, recognizing the role government must play as advocate and facilitator.

Achieve optimal compatibility with the approaches of the other Atlantic Provinces and a common understanding of the directions that will be taken that will best serve the whole region.

Compliance with all safety and environmental regulations and building public trust as protectors of public safety and good environmental stewards.

DIRECTIONS & CRITICAL ELEMENTS

This section outlines the broad framework for the strategy. Identified are the key directions and critical elements needed to achieve the Strategy. These directions/elements broadly reflect the consultation input.

Direction

Promote and facilitate the development of transportation GATEWAYS, HUBS and CORRIDORS to enhance Nova Scotia's trade access and prominence.

Elements

- Strategic cooperation of gateways
- Gateway marine ports that will serve cargo and passengers (ferry and cruise)
- An Eastern Canada air hub for passengers and cargo at Halifax International Airport
- Competitive rail access between Nova Scotia, Central and Northeast U.S. and Central Canada
- Trade, tourism and transportation corridors to the Northeast U.S. and Central Canada
- Intermodal linkages

Direction

Stimulate REGIONAL DEVELOPMENT by levering multi-modal opportunities and making strategic infrastructure investments.

Elements

- RDA involvement in Strategy implementation
- Marine port development plans – regional/local ports
- Airport development plans – regional/local airports
- Ferry infrastructure serving inter provincial and international markets
- Intra provincial passenger service standards
- Highway service standards compatible with the trade corridor concept
- Short line railways to provide multimodal options

Direction

Improving the ARTERIAL HIGHWAY network.

Elements

- Highway development objectives and standards
- Completion of the 100 series highways needed to support the strategy
- Pursue funding options

Transportation Strategy - The Way Ahead

Direction

Ensuring a REGULATORY PHILOSOPHY that protects the public interest and safeguards the competitive position of the transportation industry.

Elements

- Regulations updated to be consistent with this strategy
- Conformance with environmental standards as applicable to other industries

Direction

Being recognized as having among the SAFEST and most EFFECTIVE transportation systems in the world.

Elements

- Measures to increase the effectiveness of carriers
- Safety approaches and standards consistent with those of North America
- Monitoring, measurement and reporting on the safety and effectiveness of the transportation sector

APPENDIX

Two years ago a project committee was established to prepare a multi-modal transportation strategy for Nova Scotia. The committee has representation from:

Atlantic Canada Opportunities Agency
Alliance of Manufacturers & Exporters Canada
Nova Scotia Department of Economic Development
Nova Scotia Federation of Labour
Nova Scotia Department of Transportation & Public Works
Transport Canada
Voluntary Planning

All data contained in the report is from the following sources:

Gardner Pinfold Consulting Economists Ltd.
Porter Dillon Ltd. in association with MariNova Consulting Ltd. and Canmac Economics

Work was undertaken in two phases, the first of which was the development of a discussion paper containing the following elements:

The key trends, issues, opportunities and challenges that will provide the basis for the development of a transportation strategy;

a comprehensive statistical overview of the province's transportation facilities and associated traffic;

an outline of where coordination and integration of modes, facilities and approaches has occurred and an indication of situations where coordination and integration could or should occur; and

a gap analysis indicating any deficiencies in the information base.

The second phase included public consultation and led to the development of the transportation strategy.

The stakeholder consultation process took the form of a series of ten half-day sessions at locations across the province.

The objective of the sessions was to identify and prioritize the transportation development issues that are of direct relevance to the sectors of the economy that are directly affected by the quality of transportation service both in Nova Scotia and service the province can provide to its export customers.

The Project Committee also undertook a series of personal interviews with key contacts in the private and public sectors.

The findings from the consultation process were brought to a full day action-planning workshop with the Project Committee and its Advisory Committee, about sixty people in all.

The stakeholder consultation, interviews and action-planning workshop combined with the research of the consultants provided the basis for the creation of this strategy.

The Way Ahead
Action Items

A Strategic Framework For Coordinating Transportation Development in Nova Scotia

December 1999

ACTION ITEMS

This document contains a number of action items related to each of the Strategic Directions and Elements identified in the transportation strategy *The Way Ahead - A Strategic Framework For Coordinating Transportation Development in Nova Scotia.*

The objectives are at a strategic level allowing for other actions to be added as they are developed in the coming years. This current group of actions is not intended to be all inclusive but rather to reflect what is already happening around the province or where there is a commitment to proceed. It makes the framework a living document.

ACTION ITEM:	COOPERATIVE APPROACH
STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Strategic Cooperation of Gateways
OBJECTIVE/DELIVERABLE:	A cooperative approach to the growing international interest in doing business in Nova Scotia related to the movement of cargo and passengers.
ACTION:	Explore opportunities for cooperative/complementary approaches in addressing issues of common interest.
LEAD:	The Halifax Port Authority, the Halifax International Airport Authority and the Strait of Canso Super Port Corporation
PARTNERS:	SAA, YAC, CN, ferry operators, APTC, APCC, TIANS, Atl. Canada Cruise Assoc., RDAs, ED, TPW, ACOA, VP Tourism Sector
LINKAGES:	Pages 2 to 11 actions related to the development of gateways, hubs and corridors Page 14 marine ports action plans Page 15 airports action plan Page 16 ferries action plans
TIME FRAME:	
STATUS:	Initial contacts made with HIAA, HPA and Canso Super Port. Some informal expressions of interest received on pursuing areas of cooperation. An initial meeting on defining a "cooperative approach" is put forward until after the HIA transfer process is completed.

ACTION ITEM: **HARBOUR MASTER PLANS**

STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Gateway Marine Ports
OBJECTIVE/DELIVERABLE:	Maximization of opportunities and benefits of our Marine Gateway Ports.
ACTION:	Develop comprehensive Harbour Master Plans for the Marine Gateway Ports which are integrated with the land use planning of the surrounding municipal unit (s), including an identification of infrastructure needs and marketing strategies.
LEAD:	Halifax Port Authority, Strait of Canso Superport
PARTNERS:	ED, TPW, ACOA/ECBC, RDAs, municipal units, service users
LINKAGES:	Page 1 strategic cooperation of gateways Page 3 & 4 post-Panamax capability planning Page 12 RDA engagement Page 14 marine ports action plans
TIME FRAME:	
STATUS:	

ACTION ITEM:	POST-PANAMAX CAPABILITY PLANNING – PORT OF HALIFAX
STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Gateway Marine Ports
OBJECTIVE/DELIVERABLE:	Realization of post-Panamax capability in Nova Scotia and maximization of the ancillary and spin-off effects of the impacts.
ACTION:	Continue the joint planning, financing and regulatory approval efforts to secure the establishment of post-Panamax capability for the Port of Halifax that will maintain its position as one of the principal North American gateways.
LEAD:	Halifax Port Authority
PARTNERS:	Port of Halifax Working Group, stakeholders, ACOA, CN
LINKAGES:	Page 1 strategic cooperation of gateways Page 2 harbour master plans Page 8 rail access Page 14 marine ports action plans
TIME FRAME:	
STATUS:	

ACTION ITEM:	**POST-PANAMAX CAPABILITY PLANNING – STRAIT OF CANSO**
STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Gateway Marine Ports
OBJECTIVE/DELIVERABLE:	Realization of post-Panamax capability in Nova Scotia and maximization of the ancillary and spin-off effects of the impacts.
ACTION:	Explore the potential of the Strait of Canso as a greenfield site for post-Panamax container terminal development.
LEAD:	Strait of Canso Superport Corporation
PARTNERS:	
LINKAGES:	Page 1 strategic cooperation of gateways Page 2 harbour master plans Page 8 rail access Page 14 marine ports action plans
TIME FRAME:	
STATUS:	

ACTION ITEM:	CRUISE LINE HOME PORT
STRATEGIC DIRECTION:	Development of Transportation Gateways , Hubs & Corridors
ELEMENT:	Gateway Marine Ports
OBJECTIVE/DELIVERABLE:	A home port in Nova Scotia as a major international cruise line terminus and additional ports of call.
ACTION:	Develop a strategy for a home port at the Port of Halifax and to promote all ports of call.
LEAD:	Nova Scotia Cruise Association
PARTNERS:	HIAA, Hotel Association, Atlantic Canada Tourism Partnership, TIANS, VP Tourism Sector, Via Rail, regulators, motorcoach operators, port operators, related municipal units
LINKAGES:	Page 1 strategic cooperation of gateways
TIME FRAME:	Medium Term
STATUS:	ACCA continues to promote cruise ports through familiarization tours, sales calls and industry trade shows. Nova Scotia Marketing Agency working towards relationship with homeport cruise lines.

ACTION ITEM:	AIR ACTION PARTNERSHIP
STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Eastern Canadian Air Hub
OBJECTIVE/DELIVERABLE:	Improved Nova Scotia air access, reflecting Atlantic Canada interests and the strategic interests of the Province.
ACTION:	Develop a multi-stakeholder NS Air Action Partnership.
LEAD:	Proposed NS Air Action Partnership by the NS Air Accords Committee.
PARTNERS:	Rail, Governments, private sector, VP Tourism Sector, TIANS
LINKAGES:	Page 1 strategic cooperation of gateways Page 7 air hub Page 15 airports action plan
TIME FRAME:	
STATUS:	Meetings held under the auspices of the NS Air Accords Committee to discuss the basis of the partnership. Informal contacts with Atlantic Canada business communities and governments on the concept have generated positive reactions. An APEC facilitated workshop of all interested parties to develop the concept further is tentatively scheduled for the last quarter of fiscal 1999-2000.

ACTION ITEM: **AIR HUB**

STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Eastern Canadian Air Hub
OBJECTIVE/DELIVERABLE:	Improvement and expansion of Halifax International Airport's (HIA) services and scope of business.
ACTION:	Preparations for governments, community and business stakeholders to work with the HIAA and to assist in any value-added manner to establish effective mechanisms and processes to collaboratively advance the regional economic development potential of this Eastern Canadian hub for air passengers and cargo.
LEAD:	Halifax International Airport Authority (HIAA)
PARTNERS:	ED, TPW, ACOA, Transport Canada, air carriers, TIANS, VP Tourism Sector, Hotel Association of NS, Metropolitan Halifax Chamber of Commerce, HRM, Air Cargo Growth Council
LINKAGES:	Page 1 strategic cooperation of gateways Page 5 cruise line home port Page 6 air action partnership Page 15 airports action plan
TIME FRAME:	
STATUS:	HIAA negotiations to enter into "Agreement to Transfer" completed. Transfer date set is February 1, 2000. HIAA Board continues to brief stakeholders on transfer process. HIAA is nearing completion of its strategic plan.

ACTION ITEM: **RAIL ACCESS**

STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Competitive Rail Access
OBJECTIVE/DELIVERABLE:	Continually improving rail access to the Central Canada and U.S. markets, and establishment of an effective north-south rail corridor.
ACTION:	Strengthen doublestack rail service and increase the province's rail options in accordance with market demand.
LEAD:	CN
PARTNERS:	Port operators, TPW, ED, ACOA,shortlines
LINKAGES:	Page 1 strategic cooperation of gateways Page 2 harbour master plans Page 3 & 4 post-Panamax capability planning Page 9 corridor development Page 10 modal shift
TIME FRAME:	Medium to Long Term
STATUS:	Substantially greater market demand will be needed for the existing north-south corridor to have increased usage.

ACTION ITEM:	CORRIDOR DEVELOPMENT
STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Trade, Tourism and Transportation Corridors
OBJECTIVE/DELIVERABLE:	Improved safety and efficiency of the transportation system to support increased business and tourism activity, by utilizing corridor strategies and planning techniques.

ACTION:	Facilitate the development of global, regional and local trade, tourism and transportation corridors and gateways within Nova Scotia, including:
	- defining Nova Scotia's trade, tourism and transportation corridors;
	- identifying impediments to trade and travel along Nova Scotia's corridors;
	- identifying local community factors and concerns;
	- prioritizing and minimizing impediments to trade and travel;
	- promoting and marketing Nova Scotia's location on the Corridors by:
	  - establishing mechanisms for local input and stakeholder input into the corridor planning and development process;
	  - supporting Atlantic Region public and private sector initiatives designed to plan and develop Atlantic Canada's global, continental and regional trade, tourism and transportation corridors and gateways

LEAD:	APTC, APCC
PARTNERS:	TPW, ED, Tourism & Culture, ACOA, TIANS, Atlantic Canada Tourism Partnership, RDAs, carriers, shippers
LINKAGES:	Page 1 strategic cooperation of gateways Page 8 rail access
TIME FRAME:	Long term, +5 years
STATUS:	Regional steering committee in place, August 1999. Stakeholder identification and strategic planning just beginning.

ACTION ITEM:	MODAL SHIFT
STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Intermodal Linkages
OBJECTIVE/DELIVERABLE:	Efficient linkages by which freight and passengers can be moved with ease between modes.
ACTION:	Encourage a shift in freight movements from truck to rail, when practical.
LEAD:	TPW
PARTNERS:	APTA, CN, shortlines
LINKAGES:	Page 1 strategic cooperation of gateways Page 8 rail access
TIME FRAME:	Ongoing
STATUS:	CN's Halifax Intermodal Terminal is a key asset for the Port of Halifax. Trucking companies are currently using the Intermodal Terminal to some degree, but not to its full potential. Greater use will be encouraged and may gain even more importance depending on Canada's response to the Kyoto Agreement.

ACTION ITEM:	SCHEDULE COMPATIBILITY
STRATEGIC DIRECTION:	Development of Transportation Gateways, Hubs & Corridors
ELEMENT:	Intermodal Linkages
OBJECTIVE/DELIVERABLE:	Efficient linkages by which freight and passengers can be moved with ease between modes.
ACTION:	Encourage operators to strive for maximum schedule compatibility.
LEAD:	TPW
PARTNERS:	Ferry operators, VIA Rail, bus operators, airlines, Transport 2000, TIANS
LINKAGES:	Page 16 ferries action plans
TIME FRAME:	Ongoing
STATUS:	Compatibility does currently exist but complaints do arise from time to time. Schedule changes should always be made with inter-modal compatibility in mind.

ACTION ITEM: **RDA ENGAGEMENT**

STRATEGIC DIRECTION:	Stimulate regional development by levering multi-modal opportunities and making strategic infrastructure investments
ELEMENT:	RDA Involvement
OBJECTIVE/DELIVERABLE:	Awareness of government plans and priorities among RDAs and of regional needs, priorities and capabilities across government departments.
ACTION:	Actively engage RDAs as stakeholders in the implementation of this Strategy, where possible seeking congruence with Government strategic planning and make adjustments as appropriate.
LEAD:	RDA Association
PARTNERS:	Local government, ED, ACOA, TPW
LINKAGES:	Page 13 integrated energy infrastructure planning
TIME FRAME:	
STATUS:	Project Committee representatives to meet with RDAs as a group, Winter 2000.

ACTION ITEM:	INTEGRATED ENERGY INFRASTRUCTURE PLANNING
STRATEGIC DIRECTION:	Stimulate regional development by levering multi-modal opportunities and making strategic infrastructure investments
ELEMENT:	RDA Involvement
OBJECTIVE/DELIVERABLE:	Cost effective and efficient transportation linkages specific to energy related economic sectors.
ACTION:	Integrate transportation planning and investment to meet needs of evolving petroleum industry particularly in areas where infrastructure is incompatible with development initiatives.
LEAD:	Guysborough County RDA and other RDAs, ED
PARTNERS:	NS Petroleum Directorate, International Trade Centre, Offshore/Onshore Technologies Association of NS, TPW, CN, Railtex, MNPP, SOEI, NS Dept. of Environment, Environment Canada, trucking associations, Maritime commerce stakeholders.
LINKAGES:	Action Item - Page 12 RDA engagement
TIME FRAME:	Short
STATUS:	Goldboro By-pass Option established Joint Public Review Panel.Maritimes & Northeast Pipeline, natural gas transmission line transects NS and NB through to Dracut Mass. USA. Completion date Nov. 1999. Eight-inch natural gas transmission line and natural gas liquids line established to Point Tupper Nov. 1999. SOEI gas plant produces gas Nov. 1999. Large scale industrial investors currently undertaking economic and engineering project planning directly related to access to natural gas at Goldboro.

ACTION ITEM:	MARINE PORTS ACTION PLANS
STRATEGIC DIRECTION:	Stimulate regional development by levering multi-modal opportunities and making strategic infrastructure investments
ELEMENT:	Marine Port Development - Regional/Local Ports
OBJECTIVE/DELIVERABLE:	Communities and individual marine port interests with improved transition funding, documented economic performance, guidelines to respond to growth prospects and ability to market their services internationally.
ACTION:	Each Nova Scotia marine port to prepare an action plan to plan for, mitigate and enhance the functionality of these ports that are distributed throughout the province, are economically vital and are undergoing administrative restructuring directed by the federal government.
LEAD:	Controlling groups - new authorities/municipalities
PARTNERS:	RDAs, TPW, ED, ACOA, TC, TIANS, private sector (VP Tourism Sector - for information only)
LINKAGES:	Page 1 strategic cooperation of gateways
TIME FRAME:	
STATUS:	ED and TPW staff discussions on issues and commitment to help facilitate planning process. Next steps; identify all interested port authorities and users as participants, draft mail-out survey to list development issues in advance of a Winter 2000 planning workshop to develop an action plan framework for each port authority to use.

ACTION ITEM:	AIRPORTS ACTION PLAN
STRATEGIC DIRECTION:	Stimulate regional development by levering multi-modal opportunities and making strategic infrastructure investments
ELEMENT:	Airport Development - Regional/Local Airports
OBJECTIVE/DELIVERABLE:	Coordinated airport development and marketing, including response to all Nova Scotia airports' development needs and prospects in context and in a more deliberate, priority-based manner.
ACTION:	Nova Scotia airport operators to prepare an action plan: - to assist the development and international marketing of two regional airports, Sydney and Yarmouth - to address the issues of smaller airports - to encourage the cooperation between the three regional airport groups: YAC, SAA and HIAA.
LEAD:	Airport authorities: YAC, SAA and HIAA
PARTNERS:	NS Flying Vacation Association, TIANS, Tourism Partnership Council, ED, TPW, ACOA (VP Tourism Sector - for information only)
LINKAGES:	Page 1 strategic cooperation of gateways Page 6 air action partnership Page 7 air hub
TIME FRAME:	
STATUS:	ED and TPW staff discussed issues and committed to help facilitate process. Tentative work plan; identify participants, prepare mail-out questions in advance of a planning session for Winter 2000. Monitoring air industry now under intense restructuring pressures. By Summer 2000 these trends may be clearer and a multi-party planning process can prudently go forward.

ACTION ITEM:	FERRIES ACTION PLANS
STRATEGIC DIRECTION:	Stimulate regional development by levering multi-modal opportunities and making strategic infrastructure investments
ELEMENT:	Ferry Infrastructure
OBJECTIVE/DELIVERABLE:	Efficient marine linkages in place for freight and passenger traffic to maximize economic spin-offs to Nova Scotia.
ACTION:	Explore opportunities for Nova Scotia interprovincial and international ferry services related to the development of inter-modal tourism potential as well as improvements in freight handling capabilities.
LEAD:	ED, TPW
PARTNERS:	Ferry operators, related port authorities & RDAs, Department of Tourism & Culture, Tourism Partnership, TIANS, Transport 2000, VP Tourism Sector
LINKAGES:	Page 1 strategic cooperation of gateways Page 11 schedule compatibility
TIME FRAME:	
STATUS:	The departments of Economic Development and Transportation & Public Works to convene an initial meeting with the identified partners to discuss ferry operations as a component of Nova Scotia's transportation infrastructure and its importance to economic development.

ACTION ITEM:	MINIMUM SERVICE LEVELS
STRATEGIC DIRECTION:	Stimulate regional development by levering multi-modal opportunities and making strategic infrastructure investments
ELEMENT:	Intra provincial passenger service standards
OBJECTIVE/DELIVERABLE:	An assured minimum level of passenger service on key routes throughout the province.
ACTION:	Develop minimum service levels as changes are considered to the Motor Carrier Act and Regulations, in response to the proposed federal deregulation of extra-provincial bus service.
LEAD:	TPW
PARTNERS:	URB, Transport 2000, TIANS - Human Resource Council (VP Tourism Sector - for information only)
LINKAGES:	Page 26 intercity bus regulation
TIME FRAME:	December 2000
STATUS:	Appropriate revisions to provincial legislation are possible in the fall of 2000. The issue of extra-provincial bus deregulation has been assigned to parliamentary committee. Economic deregulation of extra-provincial bus service is still possible sometime in 2000.

ACTION ITEM:	COMMUNITY-BASED TRANSPORTATION MODEL
STRATEGIC DIRECTION:	Stimulate regional development by levering multi-modal opportunities and making strategic infrastructure investments
ELEMENT:	Intra provincial passenger service standards
OBJECTIVE/DELIVERABLE:	Community-based transportation that is inclusive for all persons - seniors, single parents, persons with disabilities, youth, employed or unemployed.
ACTION:	Development of a model(s) to support a sustainable service that meets the transportation needs of the local community and identify the possible roles for all stakeholders.
LEAD:	Interdepartmental Inclusive Transportation Committee
PARTNERS:	Municipalities, private sector, Transport 2000, TIANS - Human Resource Council
LINKAGES:	
TIME FRAME:	December 2000
STATUS:	There are currently 3 pilot projects (including 4 counties) underway in the Province. Each pilot is developing its own model which must be both sustainable and accessible. Pilot site coordinators have identified opportunities and obstacles, while the Province has begun building a data base of accessible vehicles, organizations and stakeholders who would use this service, and identifying opportunities where the province may contribute to ensuring the success of the pilots.

ACTION ITEM:	SHORTLINE RAIL EXPANSION
STRATEGIC DIRECTION:	Stimulate regional development by levering multi-modal opportunities and making strategic infrastructure investments
ELEMENT:	Shortline Rail Development
OBJECTIVE/DELIVERABLE:	Further development of short line rail in the context of regional development and an inter-modal transportation alternative to move bulk materials to marine ports and to main rail lines.
ACTION:	Consider opportunities for expansion of shortline rail throughout Nova Scotia such as service related to natural gas development in Guysborough County, gypsum movement in Inverness County and expansion in the Annapolis Valley.
LEAD:	Shortline operators
PARTNERS:	RDAs, APTC, shippers, TPW, ED (VP Tourism Sector - for information only)
LINKAGES:	Page 24 new railways act
TIME FRAME:	
STATUS:	In addition to the activities noted above, two initiatives are under development related to passenger service between Sydney and Halifax - i) a daily rail passenger service and ii) a tourist train

ACTION ITEM: **HIGHWAYS REVIEW**

STRATEGIC DIRECTION:	Improving the arterial highway network
ELEMENT:	Highway Development Objective and Standards
OBJECTIVE/DELIVERABLE:	Review and definition of the role of Nova Scotia's functionally classified highway system in terms of its ability to promote and sustain economic growth.
ACTION:	Conduct a study entitled " Strategic Highways for Economic Growth".
LEAD:	TPW
PARTNERS:	ED, municipalities, TIANS
LINKAGES:	Page 21 highways action plan
TIME FRAME:	July 26 - December 31, 1999
STATUS:	The contract has been awarded to two firms: Hagler-Bailly Canada, and Porter Dillon Ltd.(in cooperation with Atlantic Road and Traffic Management). Hagler-Bailly will be the prime contractor for the study. There are two phases to the study: phase one is policy research and analysis regarding the link between the functionally classified highways and economic growth in Nova Scotia; phase two is a policy application of the research findings, which will include engineering design and development of a highway classification and performance measurement system for the proposed "Strategic Highways."

ACTION ITEM:	HIGHWAYS ACTION PLAN
STRATEGIC DIRECTION:	Improving the arterial highway network
ELEMENT:	100 Series Highway Completion
OBJECTIVE/DELIVERABLE:	A framework and action plan for improving the 100 series highways in consultation with user groups.
ACTION:	Establish a policy framework, guidelines, range of funding mechanisms and action plan to advance our priority 100 series highways completion and upgrading to a competitive inter-provincial and international capacity and safety service standard.
LEAD:	TPW
PARTNERS:	Transport Canada, stakeholders, TIANS
LINKAGES:	Page 20 highways review
TIME FRAME:	Ongoing
STATUS:	A 1999 analysis of 100 series highway capital expenditure requirements resulted in an average of $100M/year over a 10 year period. Present capital funding levels are approximately 1/3 of this requirement. The 100 series highway capital expenditure requirements are to be placed into an operational 3 year plan along with other Department capital infrastructure requirements.

ACTION ITEM:	HIGHWAY COST-SHARING
STRATEGIC DIRECTION:	Improving the arterial highway network
ELEMENT:	Pursue Funding Options
OBJECTIVE/DELIVERABLE:	Halting the decline and beginning to improve the condition of our transportation infrastructure in support of economic development and social well being.
ACTION:	Aggressively pursue a long term financial commitment from the federal government to participate in a cost-shared national transportation investment program.
LEAD:	TPW
PARTNERS:	APTC, APTA, shippers, Transport Canada
LINKAGES:	
TIME FRAME:	2000/2001
STATUS:	A proposal has been prepared and presented to the federal government. The outcome will be reflected in the 2000/2001 federal budget.

ACTION ITEM:	TRANSPORTATION INVESTMENT PROMOTION
STRATEGIC DIRECTION:	Improving the arterial highway network
ELEMENT:	Pursue Funding Options
OBJECTIVE/DELIVERABLE:	Halting the decline and beginning to improve the condition of our transportation infrastructure in support of economic development and social well being.
ACTION:	Continue to impress upon the provincial government the importance of investing in transportation infrastructure.
LEAD:	TPW
PARTNERS:	Private sector partners, stakeholders, TIANS, VP Tourism Sector
LINKAGES:	
TIME FRAME:	Ongoing
STATUS:	The current government recognizes the link between transportation and economic growth and makes a strong commitment to a first-class transportation system. A commitment is made to dedicate all taxes raised through motor vehicle licensing and fuel sales to highway construction and maintenance.

ACTION ITEM: **NEW RAILWAYS ACT**

STRATEGIC DIRECTION:	Regulatory Philosophy
ELEMENT:	Update Regulations
OBJECTIVE/DELIVERABLE:	A formalized regulatory environment with respect to shortline railway operations.
ACTION:	Introduce new railways act and regulations.
LEAD:	TPW and the NS Utility & Review Board
PARTNERS:	Shortline railways
LINKAGES:	Page 19 shortline rail expansion
TIME FRAME:	December, 2000
STATUS:	Railways Act, 1993 - passed but not proclaimed TPW and URB to review Act, develop regulations, guidelines.

ACTION ITEM: VAN REGULATIONS

STRATEGIC DIRECTION:	Regulatory Philosophy
ELEMENT:	Update Regulations
OBJECTIVE/DELIVERABLE:	Introduction of fitness regulations for unregulated vans currently operating in the province.
ACTION:	Implement appropriate changes to van regulation.
LEAD:	TPW, URB
PARTNERS:	Operators, private sector, general public, TIANS (VP Tourism Sector - for information only)
LINKAGES:	
TIME FRAME:	Fall 1999
STATUS:	Necessary regulatory changes are currently being drafted and are at the approval stage.

ACTION ITEM: **INTERCITY BUS REGULATION**

STRATEGIC DIRECTION:	Regulatory Philosophy
ELEMENT:	Update Regulations
OBJECTIVE/DELIVERABLE:	Elimination of economic regulation of the charter sector of the bus industry.
ACTION:	Implement appropriate changes to intercity bus regulation.
LEAD:	TPW, URB
PARTNERS:	Operators, TIANS, VP Tourism Sector, private sector, general public
LINKAGES:	Page 17 minimum service levels
TIME FRAME:	December 2000
STATUS:	Appropriate revisions to provincial legislation are possible in the fall of 2000. The issue of extra-provincial bus deregulation has been assigned to parliamentary committee. Economic deregulation of extra-provincial bus service is still possible sometime in 2000.

ACTION ITEM:	CLIMATE CHANGE STRATEGY
STRATEGIC DIRECTION:	Regulatory Philosophy
ELEMENT:	Environmental Issues
OBJECTIVE/DELIVERABLE:	Transportation options that address greenhouse gas and other air emissions associated with the transportation sector.
ACTION:	The development of a Climate Change Strategy for NS which will include: - estimates of greenhouse gas and other air emissions by sector and mode - raising awareness of measurement methods and reduction targets - opportunities/potential for reductions in the transportation sector - measures/actions to reduce emissions with benefits and costs - identification of other environmental issues associated with transportation.
LEAD:	DNR, DOE
PARTNERS:	Interdepartmental Committee, Transport 2000, RDAs, municipalities, industry stakeholders, VP Energy Sector
LINKAGES:	Development process for NS Climate Change Strategy
TIME FRAME:	February 2000
STATUS:	DNR, with the assistance of an Interdepartmental Committee,will be developing a Climate Change Strategy for NS by February, 2000. A VP Working Group will lead a consultation process in late fall, 1999, aimed at providing input to the development of the strategy. A report is expected in early fall/99 from the National Climate Change - Transportation Issue Table. This report will be reviewed for potential discussion items in the consultation process.

ACTION ITEM:	BUSINESS EFFECTIVENESS
STRATEGIC DIRECTION:	Being recognized as having among the safest and most effective transportation systems in the world
ELEMENT:	Measures to increase the effectiveness of carriers
OBJECTIVE/DELIVERABLE:	Nova Scotia transportation companies equipped with credentials increasingly in demand when doing international business.
ACTION:	Promote the adoption of the ISO 9000 and ISO 14000 Voluntary Certifications by transportation companies
LEAD:	InNOVAcorp
PARTNERS:	APTA, TIANS, ED, ACOA
LINKAGES:	
TIME FRAME:	1999-2000
STATUS:	In*NOVA*corp will create and commit resources to raise awareness of the benefits of quality and environmental management systems and encourage Nova Scotian companies to implement formal quality management systems such as the ISO 9000 series. Specifically: - Access to resources at In*NOVA*corp - Information Services - Development of presentation for quality systems for trucking/shipping contracting companies based in NS - Provision of speaker to address association on quality - Delivery of Business Effectiveness Workshops on Quality to 3 locations with administrative assistance of association - Arrangements and funding (50%) for Quality and Productivity or ISO 9000 Assessments for interested companies - Initial discussions with association on importance of Technology Planning

ACTION ITEM:	HIGHWAY REST AREAS
STRATEGIC DIRECTION:	Being recognized as having among the safest and most effective transportation systems in the world.
ELEMENT:	Safety Approaches and Standards
OBJECTIVE/DELIVERABLE:	Enhanced safety of the highway system.
ACTION:	Commence, in partnership with key stakeholders, a pilot study of three rest area sites at strategic locations in the province.
LEAD:	TPW
PARTNERS:	VP Tourism and Transportation Sectors, ED, Tourism and Culture, TIANS, APTA, TANS, NS Forest Products Association, RDAs, community interests, private sector partners
LINKAGES:	
TIME FRAME:	2000/2001
STATUS:	Draft criteria/technical specifications and three priority zones for potential rest area development have been identified, all on Highway 104: Thomson Station to Springhill; Debert/Glenholme; and Saltsprings to Stellarton. The first community approached for rest area development was Debert/Glenholme and progress has been made. Initial consultation for a potential rest area in the Thomson Station to Springhill zone was held on April 21, 1999. The first meeting for the Saltsprings to Stellarton zone was held on September 29,1999.

ACTION ITEM:	ROAD SAFETY STRATEGIC PLAN
STRATEGIC DIRECTION:	Being recognized as having among the safest and most effective transportation systems in the world
ELEMENT:	Safety approaches and standards
OBJECTIVE/DELIVERABLE:	Enhanced safety of the highway system.
ACTION:	The Road Safety Advisory Committee will finalize and begin to implement a strategic plan for road safety in Nova Scotia.
LEAD:	TPW, BCS
PARTNERS:	Stakeholders
LINKAGES:	
TIME FRAME:	Ongoing
STATUS:	In 1997, the Department of Transportation and Public Works established the Road Safety Advisory Committee to address highway safety issues. The Advisory Committee is comprised of representatives of the medical community, the insurance industry, police forces, the Nova Scotia Safety Council, provincial government Departments of Justice, Business & Consumer Services and Transportation and Public Works, and the Utility and Review Board.

ACTION ITEM: **SIGNAGE POLICY**

STRATEGIC DIRECTION:	Being recognized as having among the safest and most effective transportation systems in the world.
ELEMENT:	Safety approaches and standards
OBJECTIVE/DELIVERABLE:	Enhanced safety of the highway system.
ACTION:	Develop a new advertising signage policy.
LEAD:	TC, TPW
PARTNERS:	Housing & Municipal Affairs, Union of NS Municipalities, private sector partners, TIANS, √P Tourism Sector - for information only)
LINKAGES:	
TIME FRAME:	December 1999
STATUS:	A joint public/private sector committee is developing a new policy for review by stakeholders in the fall of 1999.

ACTION ITEM:	SAFETY REPORT CARD
STRATEGIC DIRECTION:	Being recognized as having among the safest and most effective transportation systems in the world
ELEMENT:	Monitoring, measurement and reporting
OBJECTIVE/DELIVERABLE:	Quantification of the safety of our transportation system.
ACTION:	Complete a system-wide review, build data sets, set benchmarks, track progress and share results with the public.
LEAD:	TPW
PARTNERS:	Stakeholders
LINKAGES:	
TIME FRAME:	December 2000
STATUS:	In the developmental stage: - scoping-out of exercise; - searching for data sets; and - considering task assignment

ACTION ITEM:	MOVING FORWARD
STRATEGIC DIRECTION:	Strategy Implementation
ELEMENT:	
OBJECTIVE/DELIVERABLE:	Assurance that the Framework and action planning process moves forward.
ACTION:	Maintain momentum, facilitate action planning teams and report on progress and achievements.
LEAD:	Voluntary Planning
PARTNERS:	Action Item Leaders
LINKAGES:	Provincial Economic Strategy
TIME FRAME:	1 Year
STATUS:	Voluntary Planning will continue to take the lead in facilitating and monitoring the implementation process for the next year and report on progress in Fall/2000.